

APPENDIX B

GOLDWATER-NICHOLS ACT IMPLEMENTATION REPORT

This appendix contains the Department's Joint Officer Management Annual Report for FY 2001. Except for the progress/compliance with Section 619a, Title 10, United States Code, Tables B-2, B-5, reasons in Tables B-9 and B-11, and promotion objectives, the Joint Duty Assignment Management Information System (JDAMIS) was used to produce this report.

PROGRESS/COMPLIANCE WITH SECTION 619a, TITLE 10, U.S. CODE

Section 931 of the FY 1994 National Defense Authorization Act requires each Military Service to develop and implement personnel plans to permit the orderly promotion of officers to brigadier general or rear admiral (lower half). The Department continues to benefit from the Joint Officer Management Program enacted by the Goldwater-Nichols Act of 1986. The number of individual officers who are educated and experienced in joint matters continues to grow, with the leadership of the Services conveying to their officer corps the importance of joint duty and joint education.

The following brigadier general/rear admiral (lower half) promotion boards were approved during FY 2001 not including professionals:

	USA	USAF	USMC	USN	Total
Number of Officers Selected for O-7	40	44	8	33	125
Number of officers joint qualified	33	31	7	21	92
Percent of officers joint qualified	83	70	88	64	74

Given the Department's experience and lessons learned since the implementation of Goldwater-Nichols in 1986, the Department and the Joint Staff completed an extensive review of both the law and policy governing joint officer management. Based on the review's recommendation, this past year the Department advocated limited reforms

to Goldwater-Nichols legislation. The Department sought to uphold the fundamental tenants of Goldwater-Nichols while streamlining the processes that will allow the Department to continue to meet the challenges of the next century.

Highlights of the Department's performance this past year include a continued increase of: the number of Critical Occupational Specialists (COS) who have completed JPME and COS officers designated JSOs or JSO Nominations. In addition, the number of officers who completed Phase I JPME through either the correspondence or the seminar program increased.

The Department will continue to emphasize the importance of ensuring that a significant number of officers be educated, trained and experienced in joint matters to enhance the joint warfighting capability of the United States through a heightened awareness of joint requirements and multi-Service perspectives. The Department's focus remains the guarantee of long-term compliance with the personnel policy objectives of the Goldwater-Nichols DoD Reorganization Act of 1986.

Table B-1 Summary of Joint Specialty Officer (JSO) and JSO Nominee Designations for FY 2001					
	USA	USAF	USMC	USN	Total
Number of officers designated as JSOs	310	315	56	139	820
Number of officers designated as JSO noms	702	621	264	423	2010
Number of JSO noms designated under COS provisions	451	330	142	288	1211

Table B-2 Critical Occupational Specialties (COS)			
USA	USAF	USMC	USN
Infantry Armor Artillery Air Defense Artillery Aviation Special Operations Combat Engineers	Pilot Navigator Command/Control Operations Space/Missile Operations	Infantry Tanks/AAV Artillery Air Control/Air Support Anti-Air Warfare Aviation Engineers	Surface Submariner Aviation SEALS Special Operations

Table B-3 Summary of Officers on Active Duty with a Critical Occupational Specialty (as of September 30, 2001)					
	USA	USAF	USMC	USN	Total
COS officers who have completed JPME	1413	2179	492	1461	5545
COS officers designated as JSOs	1011	1102	347	904	3364
COS officers designated as JSO noms	2013	2938	698	2323	7972
COS officers designated as JSO noms who have not completed JPME	1572	1868	529	1841	5810
COS JSO noms currently serving in a JDA	946	1119	318	934	3317
COS JSO noms who completed a JDA and are currently attending JPME	11	10	1	14	36

Table B-4 Summary of JSOs with Critical Occupational Specialties Who are Serving or Have Served in a Second Joint Assignment (as of September 30, 2001)					
	USA	USAF	USMC	USN	Total
Field Grade					
Have Served*	169 (100)	205 (136)	23 (14)	69 (37)	466 (287)
Are Serving*	99 (32)	77 (38)	7 (3)	55 (16)	238 (89)
General/Flag					
Have Served*	11 (6)	35 (20)	7 (6)	6 (1)	59 (23)
Are Serving*	5 (9)	16 (6)	4 (4)	7 (4)	32 (23)
* Number in parenthesis indicates number of second joint assignments, which were to a critical joint position.					

Table B-5 Analysis of the Assignment Where Officers Were Reassigned (in FY 2001) on Their First Assignment Following Designation as a JSO					
	USA	USAF	USMC	USN	Total
Assignment Category					
Command	51	2	5	33	91
Service Headquarters	22	4	1	18	45
Joint Staff Critical	1	N/A	0	0	1
Joint Staff Other	2	3	0	1	6
Other JDA	42	16	1	18	77
Professional Military Education (PME)	11	5	2	5	23
Retirement/separation	0	N/A	1	0	1
Other Operations	0	N/A	10	7	17
Other Staff	78	N/A	0	25	103
Other Shore (Navy)	N/A	N/A	N/A	17	17

Table B-6 Average Length of Tour of Duty in Joint Duty Assignments (FY 2001) (in months)					
	USA	USAF	USMC	USN	Total
General/Flag Officers					
Joint Staff	28.0	26.6	27.0	23.0	26.2
Other Joint	27.1	26.0	25.0	28.0	26.5
Joint Total	27.5	26.3	26.0	25.5	26.3
Field Grade Officers					
Joint Staff	32.7	31.6	35	37.4	33.1
Other Joint	37.1	36.7	36.1	38.6	37.2
Joint Total	36.7	36.2	36	38.5	36.8

Table B-7 Summary of Tour Length Exclusions for FY 2001					
	USA	USAF	USMC	USN	Total
Category					
Retirement	104	81	22	85	292
Separation	0	4	1	6	11
Suspension from duty	6	2	1	2	11
Compassionate/Medical	6	2	0	0	8
Other joint after promotion	2	5	1	1	9
Reorganization	3	4	1	2	10
Joint overseas-short tours	168	136	15	50	369
Second tours	25	38	3	27	93
Joint accumulation	10	40	0	14	64
COS reassignment	109	112	57	172	450
Total	433	424	101	359	1317

Table B-8 Joint Duty Position Distribution by Service (as of September 30, 2001)					
	USA	USAF	USMC	USN	Total
Joint Staff Positions	248	221	63	205	737
Other Joint Duty Assignment Positions	2782	3068	513	1832	8195
Total Joint Duty Assignment Positions	3030	3289	576	2037	8932
Percent of Total Number of Joint Duty Assignments	34	37	6	23	100
Percent of Total Number of Officers*	31	36	9	24	100
*Total Commissioned Officers: O-3 through O-10 less professional categories.					

Table B-9 Critical Position Summary (as of September 30, 2001)					
	USA	USAF	USMC	USN	Total
Total number of critical positions	331	293	55	146	825
Number of vacant critical positions	65	77	2	39	183
Number of critical positions filled by JSOs	131	135	9	56	331
Of those positions filled, percent filled by JSOs	49	63	17	52	52
Number of critical positions filled by non-JSOs	134	81	44	52	311
Percent of critical positions filled by JSOs/Non-JSOs	80	74	96	74	78

Reasons for Filling Critical Positions with Officers Who are Not JSOs	
Position filled by non-JSO incumbent prior to being a joint position	N/A
Position being converted to a non-critical position or being deleted	N/A
Joint specialty officer not yet available	N/A
Best qualified officer not joint specialist	103
Position filled by non-JSO incumbent prior to being a critical position	20
Other	10

The following organizations have joint duty critical positions, which are filled by officers who do not possess the joint specialty	
USJFCOM	13
USCENTCOM	15
NORAD	3
OSD	8
USEUCOM	21
CJCS Activities	13
USSPACECOM	11
DoD Agencies	43
JOINT STAFF	35
USSTRATCOM	9
General/Flag Officers	22
USPACOM	23
USSOCOM	7
USSOUTHCOM	12
USTRANSCOM	6
NATO Support	1
Cross Department	1
Allied Command Europe	7
Allied Command Atlantic	2
NATO	2
Total	254

Table B-10 Comparison of Waiver Usage (FY 2001)					
	USA	USAF	USMC	USN	Total
Field Grade					
JSO Designations	309	315	55	139	818
JSO Sequence Waivers	24	0	7	9	40
JSO Two-tour Waivers	19	0	4	6	29
JSOs Graduating from JPME	9	2	2	5	18
JDA Assignment Waivers Granted	2	0	2	0	4
Field Grade Officers who departed JDAs	961	986	193	658	2798
Field Grade JDA tour length waivers	100	105	23	26	254
General/Flag Officer					
JSO Designations	0	0	1	1	2
JSO Desig Waivers	0	3	1	1	5
General/Flag Officers who departed JDAs	28	33	7	16	84
General/Flag Officer JDA tour length waivers	6	12	2	5	25
Attended CAPSTONE	30	33	10	1	74
CAPSTONE Waivers	0	0	0	8	0
Selected for Promotion to O-7*	40	41	8	14	103
Good of the Service Waivers	3	0	1	2	6
Other Waivers*	19	10	1	12	42
*Does not include professional categories.					

Table B-11 Joint Professional Military Education (PME) Phase II Summary (FY 2001)					
	USA	USAF	USMC	USN	Total
Students graduating from AFSC in FY01	214	321	48	143	726
Students who had not completed Resident PME	81	243	48	28	400
Percent of Total	38	76	100	20	55
Students who had completed non-resident PME	79	243	0	1	323
Percent of Total	37	76	0	1	44
Students without resident or non-resident PME	2	0	0	1	3
Percent of Total	1	0	0	1	1

Reasons for Students Not Completing Resident PME Prior to Attending Phase II	
Officer completed Phase I by correspondence/seminar	396
Officer completed Phase I equivalent program	2
Officer scheduled to attend a resident PME immediately following Phase II	326
Officer career path did not allow attendance at a resident PME program	0
Other	0

Table B-12 Temporary Joint Task Force Credit (FY 2001)					
Category	USA	USAF	USMC	USN	Total
Full Joint Tour Credit	0	0	0	0	0
Cumulative Credit	0	0	0	0	0

Table B-13

Army Joint Officer Promotion Comparisons

Grade	Category	Are Serving In			Have Served In			Total In Zone			Remarks
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con ¹	Sel ¹	%	
O-8	Joint Staff	100	N/A	0	63	N/A	N/A	10	6	60	See 2 & 3
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	23	12	52	
	Service Hqs	84	N/A	34	50	N/A	N/A	15	9	60	
	Other Joint	1005	N/A	0	40	N/A	0	12	6	50	
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	65	30	46	
O-7	Joint Staff	0	N/A	23	0	N/A	4	69	11	16	
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	574	13	2	
	Service Hqs	0	N/A	5	0	N/A	0	179	5	3	
	Other Joint	0	N/A	5	0	N/A	2	344	13	4	
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	1615	40	3	
O-6	Joint Staff	67	5	33	77	11	67	40	29	73	See 4 & 5
	JSO	61	0	13	78	4	8	146	29	77	
	Service Hqs	70	4	11	56	8	11	158	94	60	
	Other Joint	52	1	10	34	3	5	188	83	44	
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	712	368	52	
O-5	Joint Staff	89	13	0	100	0	0	12	11	92	
	JSO	0	0	0	50	0	0	4	2	50	
	Service Hqs	89	6	11	93	9	33	74	67	91	
	Other Joint	80	9	10	69	1	9	315	240	76	
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	1405	1064	76	
O-4	Joint Staff	0	0	0	0	0	0	0	0	0	
	JSO	0	0	0	0	0	0	0	0	0	
	Service Hqs	100	0	100	0	0	0	7	7	100	
	Other Joint	100	0	0	0	0	0	4	4	100	
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	1373	1653	83	

Note 1: Con = Considered; Sel = Selected

Note 2: No BZ category/candidates for O-7 and O-8.

Note 3: N/A indicates that no officers considered were in this category.

Note 4: O-6 promotion results from FY 2000 promotion board, results not released until FY 2001.

Note 5: O-6 promotion results from FY 2001 promotion board not published in FY 2001.

Table B-13										
Air Force Joint Officer Promotion Comparisons										
Grade	Category	Are Serving In			Have Served In			Total In Zone		
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con ¹	Sel ¹	%
O-8	Joint Staff	50	N/A	N/A	0	N/A	N/A	8	3	38
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	46	14	30
	Service Hqs	33	N/A	N/A	33	N/A	N/A	15	5	33
	Other Joint	25	N/A	N/A	33	N/A	N/A	15	2	29
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	7	26	36
O-7	Joint Staff	5	N/A	N/A	2	N/A	N/A	82	2	2
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	588	23	4
	Service Hqs	4	N/A	N/A	4	N/A	N/A	195	8	4
	Other Joint	2	N/A	N/A	2	N/A	N/A	238	5	2
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	1574	41	3
O-6	Joint Staff	74	6	67	76	10	0	61	45	74
	JSO	76	8	8	80	14	0	116	93	80
	Service Hqs	68	5	0	65	5	N/A	202	132	65
	Other Joint	49	2	3	35	4	9	330	135	41
	Board Avg	45	4	3	45	4	3	1188	530	45
O-5	Joint Staff	100	22	0	43	14	N/A	20	16	80
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	0	N/A	N/A
	Service Hqs	84	7	10	76	11	11	192	155	81
	Other Joint	74	3	3	70	2	3	401	289	72
	Board Avg	65	3	2	65	3	2	1718	1118	65
O-4	Joint Staff	100	N/A	N/A	N/A	N/A	N/A	1	1	100
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	0	0	N/A
	Service Hqs	98	N/A	67	100	N/A	100	80	79	99
	Other Joint	92	N/A	N/A	92	N/A	33	64	59	92
	Board Avg	88	N/A	9	88	N/A	9	4036	3563	88
Note 1: Con = Considered; Sel = Selected										

Table B-13										
Marine Corps Joint Officer Promotion Comparisons										
Grade	Category	Are Serving In			Have Served In			Total In Zone		
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con ¹	Sel ¹	%
O-8	Joint Staff	N/A	N/A	N/A	0	N/A	N/A	1	0	0
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	8	7	88
	Service Hqs	100	N/A	N/A	67	N/A	N/A	6	5	83
	Other Joint	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Board Avg	73	N/A	N/A	73	N/A	N/A	11	8	73
O-7	Joint Staff	0	N/A	N/A	29	N/A	N/A	9	2	22
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	118	4	3
	Service Hqs	8	N/A	N/A	3	N/A	N/A	85	4	5
	Other Joint	0	N/A	N/A	15	N/A	N/A	28	2	7
	Board Avg	3	N/A	N/A	3	N/A	N/A	274	8	3
O-6	Joint Staff	100	N/A	0	80	0	N/A	14	13	93
	JSO	0	N/A	0	71	0	0	36	25	69
	Service Hqs	46	0	5	48	0	0	35	16	46
	Other Joint	80	0	0	5	0	0	44	21	48
	Board Avg	49	0	1	49	0	1	238	116	49
O-5	Joint Staff	75	0	0	N/A	0	N/A	4	3	75
	JSO	N/A	N/A	N/A	100	N/A	N/A	1	1	0
	Service Hqs	61	0	6	61	0	5	64	40	63
	Other Joint	78	0	6	63	0	0	56	41	73
	Board Avg	66	0	6	66	0	6	420	276	66
O-4	Joint Staff	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
	Service Hqs	89	0	50	92	0	0	21	19	91
	Other Joint	100	0	N/A	100	N/A	N/A	2	2	100
	Board Avg	88	1	16	88	1	16	689	606	88
Note 1: Con = Considered; Sel = Selected										

Table B-13										
Navy Joint Officer Promotion Comparisons										
Grade	Category	Are Serving In			Have Served In			Total In Zone		
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con ¹	Sel ¹	%
O-8	Joint Staff	0	N/A	0	50	N/A	0	3	1	33
	JSO	50	N/A	0	33	N/A	0	22	3	14
	Service Hqs	80	N/A	0	60	N/A	0	16	7	44
	Other Joint	33	N/A	0	50	N/A	0	9	3	33
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	43	21	4
O-7	Joint Staff	0	N/A	16	0	N/A	33	49	4	8
	JSO	0	N/A	0	0	N/A	8	447	15	3
	Service Hqs	4	N/A	9	2	N/A	9	173	11	6
	Other Joint	0	N/A	3	0	N/A	0	146	2	1
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	1267	31	2
O-6	Joint Staff	79	15	0	80	2	0	49	39	80
	JSO	43	0	0	76	2	0	94	67	71
	Service Hqs	58	2	2	69	2	0	102	64	63
	Other Joint	38	1	3	36	2	5	178	69	39
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	705	355	50
O-5	Joint Staff	91	0	33	90	0	0	21	19	91
	JSO	0	0	0	80	0	0	10	8	80
	Service Hqs	89	2	0	88	0	0	64	57	89
	Other Joint	63	0	5	80	0	11	165	114	69
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	1176	804	68
O-4	Joint Staff	0	0	0	0	0	0	0	0	0
	JSO	0	0	0	0	0	0	0	0	0
	Service Hqs	64	0	0	88	0	0	19	14	74
	Other Joint	77	0	50	67	0	0	22	16	73
	Board Avg	N/A	N/A	N/A	N/A	N/A	N/A	1853	1498	81
Note 1: Con = Considered; Sel = Selected										

General and Flag Officers Holding Multiple Positions		Table B-14
In accordance with the reporting requirements outlined in § 721(d)(2), the following table reports the number of general and flag officers who have simultaneously held both a position external to that officer's armed force and another position not external to that officer's armed force.		
Multiple Positions Counted as External to Their Armed Force		
Joint Position		Service Position
Commander in Chief, United States Space Command		Commander, Air Force Space Command
Commander in Chief, United States Transportation Command		Commander, Air Mobility Command
Director, Command Control Systems, J-6, United States Space Command		Director, Communications and Information, Air Force Space Command
Deputy Commander, Canadian NORAD Region		Commander, 722 Support Squadron, Air Combat Command
Assistant Chief of Staff, C/J-5, United Nations Command/Combined Forces Command/United States Forces Korea		Commander, Marine Forces Korea
Chief of Staff, Naval Striking and Support Forces, Southern Europe		Deputy Commanding General, Fleet Marine Force, Europe
Assistant Chief of Staff, J-3, United Nations Command/Combined Forces Command/United States Forces Korea		Deputy Commanding General, 8th Army
Assistant Chief of Staff, J-4, United Nations Command/Combined Forces Command/United States Forces Korea		Commanding General, (Support), 8th Army
Commander, United States Defense Forces, Iceland, United States Joint Forces Command		Commander, Fleet Air, Keflevik
Director, Joint Information Operations, United States Space Command		Commander, Air Intelligence Agency

General and Flag Officers Holding Multiple Positions		Table B-14
Multiple Positions Counted as Internal to Their Armed Force		
Joint Position	Service Position	
Member, Joint Chiefs of Staff	Chief of Staff, United States Air Force	
Commander, Air North	Commander, United States Air Forces in Europe	
Commander, United States Forces Japan	Commander, 5th Air Force	
Deputy Commander in Chief, United Nations Command/Combined Forces Command/Deputy Commander, United States Forces Korea	Commander, 7th Air Force	
Commander, Allied Air Forces Southern Europe	Commander, 16th Air Force	
Commander, Alaskan Command, United States Pacific Command	Commander, 11th Air Force	
Member, Joint Chiefs of Staff	Commandant of the Marine Corps	
Member, Joint Chiefs of Staff	Chief of Staff, United States Army	
Chief of Staff, United Nations Command/Combined Forces Command/United States Forces Korea	Commanding General, 8th Army	
Member, Joint Chiefs of Staff	Chief of Naval Operations	
Commander, Regional Command, South	Commander, United States Naval Forces, Europe	
Commander, Naval Striking and Support Forces, Southern Europe	Commander, SIXTH Fleet	
Commander, Striking Fleet, Atlantic	Commander, SECOND Fleet	
Commander, Submarine, Allied Command, Atlantic	Commander, Submarine Force, United States Atlantic Fleet	
Commander, United States Naval Forces United States Central Command	Commander, FIFTH Fleet	
Commander, Maritime Air Forces, Mediterranean	Commander, Fleet Air Mediterranean	
United States Pacific Command Representative, Guam	Commander, United States Naval Forces, Marianas	
Commander, Allied Submarines, Mediterranean	Commander, Submarine Group 8/Commander Task Force 69	